

No. ACC/ Sec./SE/22/034  
April 19, 2022

**National Stock Exchange  
of India Limited**

Exchange Plaza, 5th Floor  
Plot No.C/1, G Block,  
Bandra Kurla Complex,  
Bandra (East), Mumbai 400 051  
**Scrip Code: ACC**

**BSE Limited**

Corporate Relations  
Department  
P.J. Towers, Dalal Street  
Mumbai 400 001  
**Scrip Code: 500410**

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CIN: L26940MH1936PLC002515

Dear Sir/Madam,

**Sub: Regulation 30 of SEBI (Listing Obligations & Disclosure Requirements)  
Regulations, 2015 – Investor Presentation**

In terms of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other applicable provisions, please find enclosed the Investor Presentation Q1 2022.

The said presentation will be simultaneously posted on the Company's website at [www.acclimited.com](http://www.acclimited.com).

You are requested to take note of the same.

Yours Sincerely  
For **ACC Limited**

**Rajiv Choubey**  
Chief Legal Officer & Company Secretary  
ACS-13063

*Encl.: as above*

# CHANGE THE STORY

**ACC** | Ambuja  
Cement | **HOLCIM**

Two cement giants join hands  
to produce their strongest product yet.

## Bubbles.



**Revolutionary bubble barrier technology that removes plastic and revives the Yamuna.**

## INVESTOR PRESENTATION

April 2022

**Q1 2022**

STOCK CODE

BSE: 500410 | NSE: ACC | Reuters: ACC.NS | Bloomberg: ACC:IN

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**ACC at a Glance**

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**Strategic Priorities**

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**Economy & Sector Update**

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**Performance Review**





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# ACC at a Glance

# Pioneers in Nation Building

Over eighty-five years  
of contribution towards  
India's progress

Setting new benchmarks  
with Sustainability  
Commitment

Driving excellence  
through innovation  
and digitalisation

Part of the global building products conglomerate Holcim

## Vision

To be one of the most  
respected companies in India;  
recognised for challenging  
conventions and delivering  
on our promises

## Purpose

To be a driving force in  
creating a confident future for  
our people, our customers, our  
shareholders and our nation

A brand that creates  
sustainable value for  
all stakeholders

**36** MTPA

Installed Cement Capacity

# Creating Value through Sustainability, Innovation and Inclusivity



## Operational

**17** Cement Plants

**78** Ready Mix Concrete Plants

**470** Warehouses



## Sustainability

**58%** Clinker Factor

**>90%** Share of Blended Cement

**9%** Thermal Substitution Rate



## Social

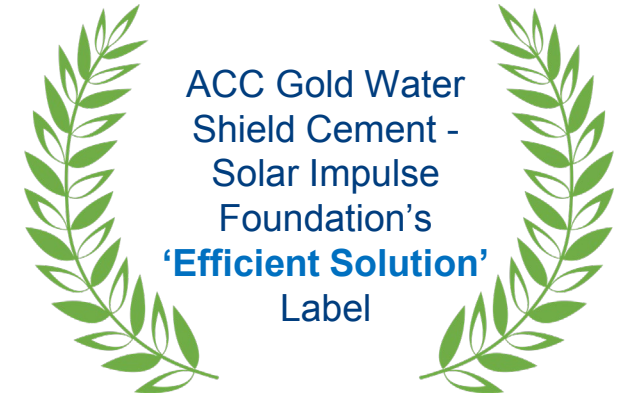
**>1,20,000** Lives Touched

**~6,000** Employees

**>56,000** Channel Partners

# Awards and Accolades

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# Strategic Priorities

Accelerating Growth

Leading in Sustainability & Innovation

Delivering Superior Performance

# SUSTAINABILITY



# INNOVATION



# INCLUSIVITY





# Accelerating Growth

# Accelerating Growth

Strong moves towards rapid expansion



Tikaria

## Tikaria Brownfield Grinding Unit

Commissioned 1.6 MTPA grinding unit in Feb 2022, (executed in 9 months)



Ametha

## Ametha Greenfield Integrated Unit

Project implementation on track and commissioning expected in Q4 2022

- 2.7 MTPA Clinker
- 1.0 MTPA Cement
- 16.3 MW WHRS



Ametha

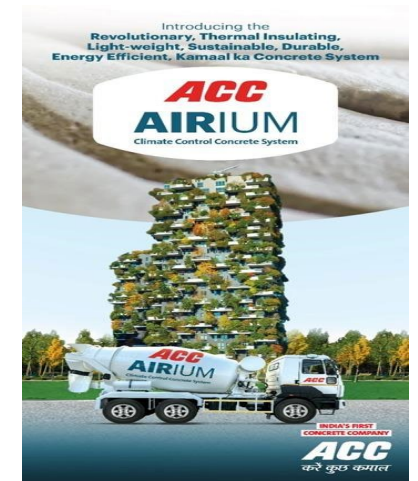
## Salai Banwa Greenfield Grinding Unit

Project implementation on track

- 2.2 MTPA Cement

# Accelerating Growth

## Product Portfolio Expansion



### Premium Products

**Concrete+ Xtra Strong**  
Higher strength

**F2R Superfast**  
Enables robust construction in quick time

**Gold Water Shield**  
India's first water-repellent cement

### Green Products

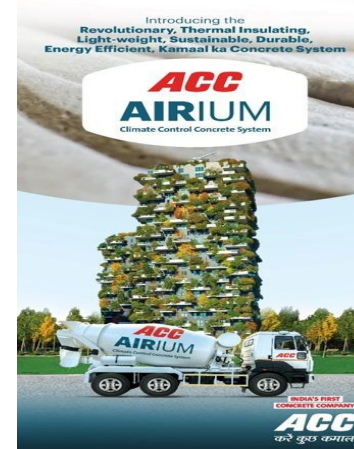
**Green Building Products**  
High strength, light weight cement bricks and blocks

**ECOPact**  
Concrete with significantly lower CO<sub>2</sub> emission

**AIRIUM**  
A climate control concrete insulation system

# Accelerating Growth

## Ready Mix Concrete business poised for significant growth



### Strong Demand Outlook

- Low penetration
- Rapid urbanisation
- Focus on Infrastructure development

### ACC Well Positioned

- 78 plants across India
- Industry leading products
- Strong brand equity
- Wide network

### Growth Ambition

- Strong expansion plans
- Portfolio of valued added services
- Scale up of global products

### Green Products

- Faster scaling-up of ECOPact
- Launch of 'AIRIUM'
- Continued focus on expanding green product and solutions

# Accelerating Growth

## Solutions & Products business - Aspiring for leapfrog growth

### LeakBlock range of waterproofing solutions

Integral waterproofing compound for concrete and plaster with advanced polymer technology

### Xtra Strong Tile Adhesive

- Ready to use adhesive made with a special formula to fix floor tiles
- A polymer modified white cement based cementitious adhesive designed to fix marbles, stones and tiles with long-lasting strength

### LeakBlock Waterproof Plaster

A ready-to-use cementitious waterproof mortar designed to meet all your internal and external plastering work needs

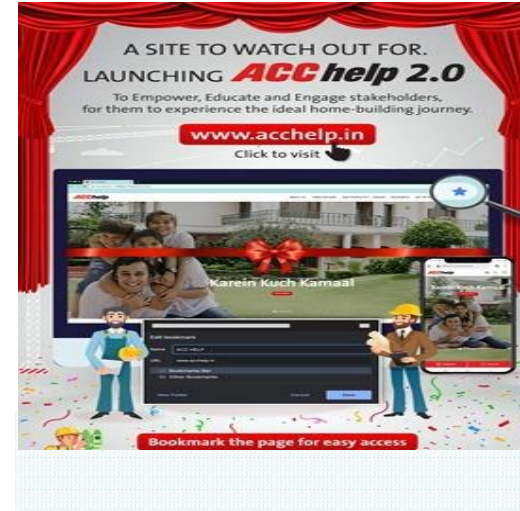
### Admixtures range of products

Enhances usability and strength of Ready mix concrete



# Accelerating Growth

## Continue to Strengthen Brand



**Atoot Bandhan**

**Saliency with BCCI partnership**

**Sustainability**

**Premiumisation**

**LBNW (Leave Behind no Waste)**

**Houses of Tomorrow**

**Expanding Digital, ACCHELP.in**

**Green Cement & Concrete**



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# Leading in Sustainability and Innovation



# Leading in Sustainability and Innovation

## Net Zero Future

First Indian Cement Company to Sign Net Zero Pledge with Science based Targets



ACC has become the **first and only** Indian cement company to sign the **Business Ambition for 1.5°C** along with Science Based Targets.

ACC has committed to reduce

- Scope 1 GHG emissions **21.3%** per ton of cementitious material by 2030 from a 2018 base year and
- Scope 2 GHG emissions **48.4%** per ton of cementitious material within the same timeframe.

The target boundary includes biogenic emissions and removals from bioenergy feedstocks

# Leading in Sustainability and Innovation

## Industry Recognition

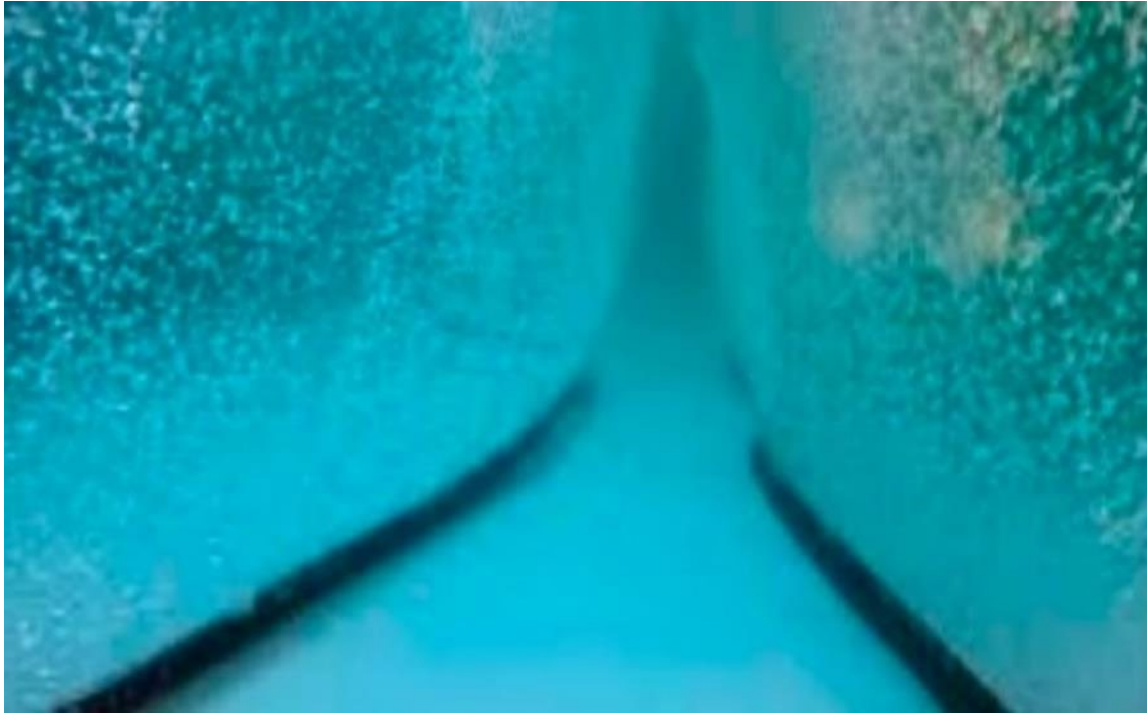


**ACC Limited recognized with prestigious  
'A' score for climate change by global  
environmental non-profit CDP**



# Leading in Sustainability and Innovation

## Bubble Barrier Technology – Initiative towards cleaner rivers



### Building cleaner India

Non-invasive technology through bubble curtains generated by perforated tubes placed at the bottom of the water bodies, powered through solar energy

### First pilot project on Mantola Canal, Agra City in 2021

**500** Tons / Month  
of Plastic Waste Leakage prevented from entering Yamuna River

# Leading in Sustainability and Innovation

## Green Energy for a Greener Tomorrow



### WHRS Projects



### Renewables



### Geocycle Initiatives

- Jamul, Kymore and Ametha projects on track
- Board approves projects at Chanda and Wadi
- Total capacity to reach 75 MW
- Study in progress for other plants

- Journey of increasing share of green power on course
- 82 MW of solar energy capacity
- 19 MW of wind power
- Mix of On-site as well as Off-site facilities

- Single-use plastics management with Leave Behind No Waste, Zero Plastic, reuse of packaging material
- Introduced Bubble Barrier technology to address marine pollution.
- Geocycle projects at Jamul and Kymore initiated

# Leading in Sustainability and Innovation

## Structured framework to address social concerns



### Water Governance & Management

**8,000+** beneficiaries reached through water harvesting structures like check dams, ponds desilting, long term watershed development



### Sustainable Livelihoods

**10,000+** beneficiaries reached out by skill training programs, self entrepreneurship, SHGs and farm based interventions



### Social Inclusion

**1,04,000+** beneficiaries, reached out through COVID Response program, health, education and rural infrastructure development

# Leading in Sustainability and Innovation

## Conservation of Natural Resources

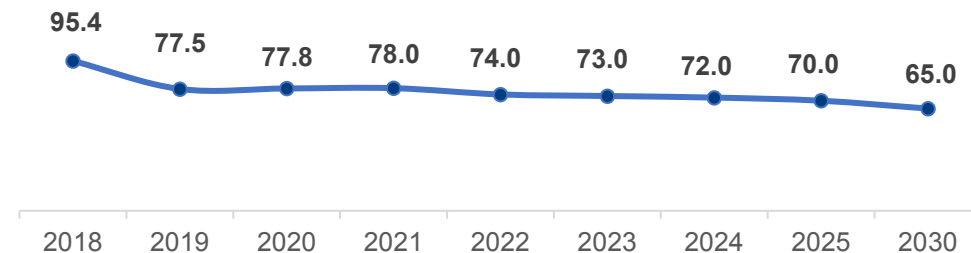


**Target to achieve the Water Positivity Index of at least 5 times by 2030**  
**Aim to further strengthen our “Positive Impact on Biodiversity” by 2030**

### Focused Action for biodiversity conservation

- Implementing BMP or WCP for enhancing Biodiversity and protecting wildlife
- Green Belt Development in and around premises
- Higher use of recycled water and rainwater harvesting

### Freshwater Withdrawal in cement (Litre/Ton of Cementitious material)

























BMP - Biodiversity Management Plans; WCP - Wildlife Conservation Plan

# Leading in Sustainability and Innovation

## SD 2030 Plan - Commitment for a Better Tomorrow

Our sustainability strategy is led by our Sustainable Development (SD) 2030 Plan and aligned with Holcim

	 <b>Climate and energy</b>	 <b>Circular economy</b>	 <b>Environment</b>	 <b>Community</b>
<b>Target 2030</b>	Net specific CO <sub>2</sub> emissions <b>400 kg /t</b> of cementitious materials	Use <b>30 million tons</b> of waste derived resources per year	Water Positive Index <b>5</b> (number of times)	<b>3.5 million</b> Number of new beneficiaries
<b>Performance Q1 2022</b>	Net specific CO <sub>2</sub> emissions <b>468 kg /t</b> of cementitious materials	Consumed <b>&gt;3 million tons</b> of waste derived resources	<b>&gt;1</b> (number of times)	<b>1.4 million</b> (cumulative till Q1'22) people benefited through community development projects
<b>SDGs impacted</b>	  	   	  	       



**Delivering  
Superior  
Performance**



# Delivering Superior Performance

## People - Pillars of Performance



**Talent &  
Succession**

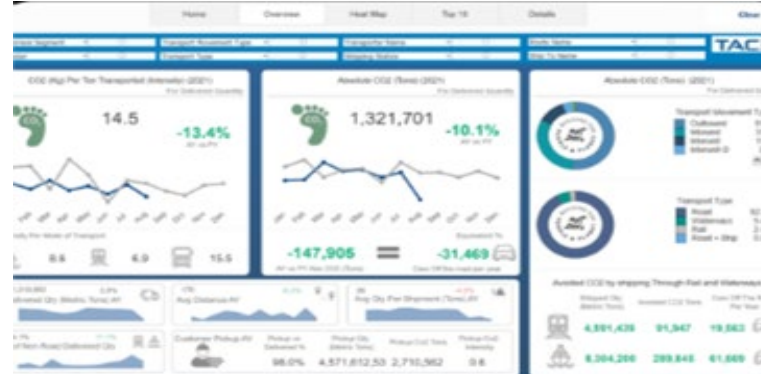
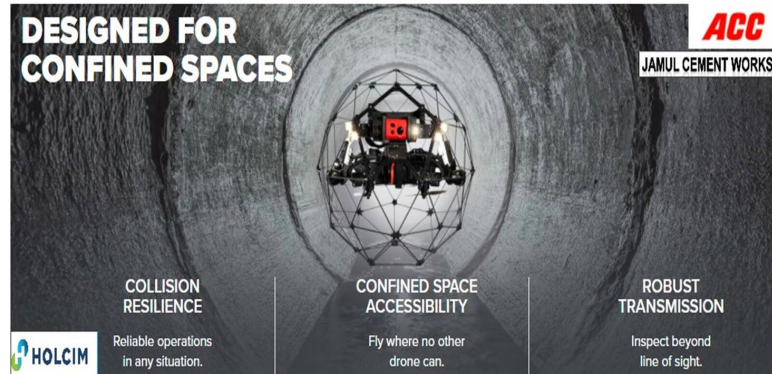
**Diversity &  
Inclusion**

**Learning for  
Growth**

**Performance  
Culture**

# Delivering Superior Performance

## Digitalization – Business processes enabled by digital core



### Manufacturing-Plants of Tomorrow

- **Data & Analytics Infrastructure:** TIS, PACT, EDGE AI
- **Drones** in operation
- **Advanced Data Analytics**
- **Digital Eye:** Video analytics
- **Mines of Tomorrow**

### Logistics & Sourcing

- **Transport Analytics Center**
- **Fleet Management**
- **E-Tendering, reverse auction tool and Vendor Portal**
- **Leveraging BlueYonder**

### Commercial

- **Dealer Connect**
- **Concrete Direct for RMX**
- **Revenue Management**
- **Sales Force Automation**
- **Unified CRM**

# Delivering Superior Performance

## Project Parvat – Delivering strong positive impact



Reduce Blind Spot – After Adjusting of Mirrors



### Manufacturing Excellence

- Improvement in Clinker Factor
- Higher share of WHRS power
- Energy efficiency improvement
- Improving TSR through Geocycle initiatives
- Fuel flexibility

### Logistics Excellence

- Network Optimization - MSA
- Improvement in Direct dispatch
- Warehouse footprint optimisation
- Transport Analytics Center
- Enhancing Logistics infrastructure

### Commercial Excellence

- Driving premiumisation
- Higher share of blended cement
- Channel expansion
- Revenue & margin management
- Enabling digitisation of Channel & Field force

MSA – Master Supply Agreement; TSR – Thermal Substitution Rate, WHRS - Waste Heat Recovery Systems



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# Economy & Sector Update

# Global sustainability trends



Decarbonisation to rise across industry, transport and buildings segments, supported by innovative technologies

Customer awareness and activism pushing the environment, social and governance (ESG) agenda

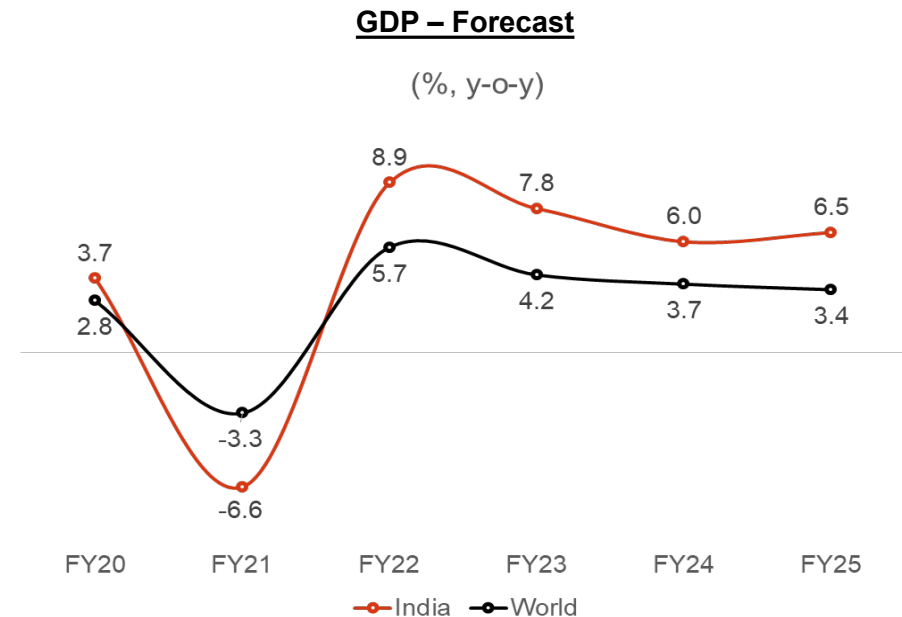
Digital tools to shape the evolution of sustainable processes leading to reduction of CO<sub>2</sub> emissions

Design for environment and supply chain sustainability to include an emphasis on the Scope 3 decarbonisation strategy

Sustainability as a service emerging as a strong business model to drive behavioural change and providing purpose-driven outcomes for customers

# Macro-Economy Outlook

- **FY23 GDP growth estimated at 7.8% (CRISIL)**
  - Downside risk to growth due to volatile crude price and inflation
  - Better Prepared to face external shocks due to forex shield
  - Hinges on infrastructure led Capex by Government
  - Normal monsoon expected for 4th year in a row
- **Inflation remain an elevated risk in FY23**
  - Consumer Price Index (CPI) inflation to average 5.4% (CRISIL) - 5.7% (RBI) in FY23 (assumed Brent crude at 90-100 \$/barrel)
- **Fiscal deficit projected at 6.4% of GDP in FY23; and gradual reduction to 4.5% by FY26**
  - Government committed to broad path of fiscal consolidation
  - Current account deficit to widen to 2.4% of GDP in FY23 from estimated 1.6% for FY22



Note: FY23 onwards forecasts

Source: S&P Global (December 2021), Global outlook for calendar year (FY21= 2020 for World), National Statistics Office for revised estimates of GDP for FY20 and FY21; CRISIL

# Sectoral Outlook



## Housing

- Focus on PMAY scheme (Urban and Rural) in FY23
- Demand expected in real estate
  - 450 million sq. ft of projects to be launched between FY22-24 in top 10 cities
- Promising Rabi crop outlook, to positively impact rural demand



## Infrastructure

- Target to construct 25000 km highways & roads in FY23
- Momentum to continue Urban infra, Bharatmala and Metro projects
- Significant infra outlay in State budgets



## Industrial/ Commercial

- Implementation of PLI scheme to boost domestic demand
- Demand for warehousing space to be strong on back of e-commerce and retail growth
- Fresh capex uptick in mature capital intensive sectors (steel and cement)



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# Performance Review




# Performance Highlights – Q1 2022

Profit declined due to significant fuel cost increase despite project 'Parvat' delivering strong internal efficiencies

**7.71** MT

Cement Sales Volume

-3% YoY 


**0.87** Mio m<sup>3</sup>

RMX Sales Volume

4% YoY 

**₹ 4,322** CRS

Net Sales

3% YoY 


**₹ 635** CRS

EBITDA

-26% YoY 


**11.1%**

Op. EBIT Margin

-5.9 pp YoY 

**₹ 396** CRS

Profit After Tax

-30% YoY 

# Financial Results – Consolidated

Particulars	Quarter Ended 31 <sup>st</sup> March			
	(all amounts in ₹ Crore)	Q1'21	Q1'22	Change
Net Sales		4,213	4,322	3%
EBITDA		860	635	-26%
EBITDA Margin		20.4%	14.7%	-5.7 pp
Op. EBIT		717	481	-33%
Op. EBIT Margin		17.0%	11.1%	-5.9 pp
Profit After Tax		563	396	-30%
EPS (₹/share)		30.0	21.1	-30%

# Income Statement – Cement Business

Particulars	Quarter Ended 31 <sup>st</sup> March			
	(₹/Ton)	Q1'21	Q1'22	Change
<b>Sales Revenue</b>		4,875	5,112	5%
<b>Other Operating Income</b>		98	131	34%
<b>Total Operating Income</b>		4,973	5,243	5%
<b>Expenses</b>				
<b>Cost of Materials Consumed</b>		549	627	14%
<b>Power &amp; Fuel Cost</b>		999	1,323	32%
<b>Freight &amp; Forwarding Cost</b>		1,308	1,293	-1%
<b>Employee Cost</b>		238	224	-6%
<b>Change In Inventory</b>		-78	-73	-6%
<b>Other Expenses</b>		706	733	4%
<b>Total Expenses<sup>#</sup></b>		3,945	4,482	14%
<b>EBITDA</b>		1,028	761	-26%

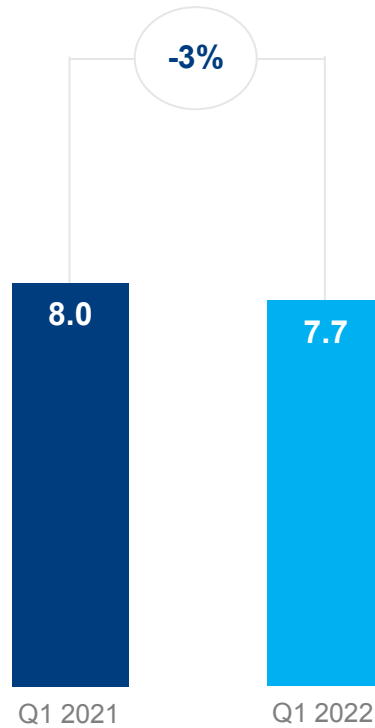
<sup>#</sup>Includes purchase of traded Cement

# Performance Analysis - Sales Volume and Price

Muted demand environment led to volume degrowth

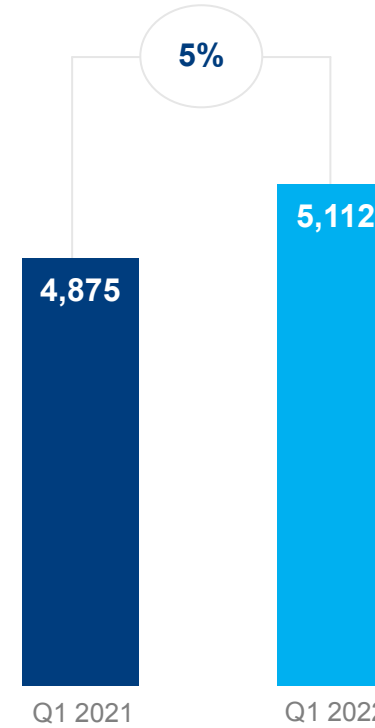
## Cement Volume

(Million tons)



## Net Selling Price

(₹ / ton)

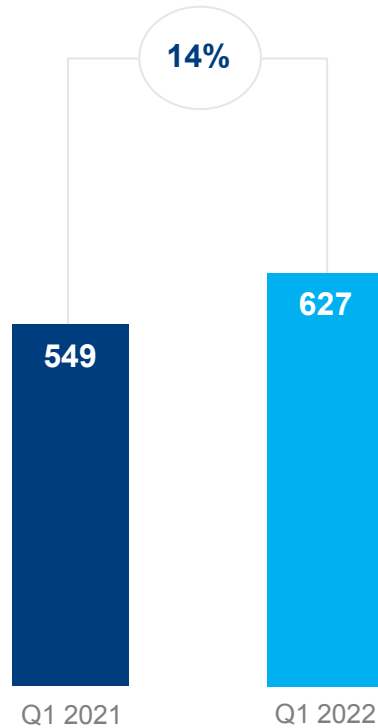


# Performance Analysis – Cost of Materials & Fuel cost

Cost adversely impacted by steep rise in fuel price, partially mitigated by project 'Parvat' efficiencies

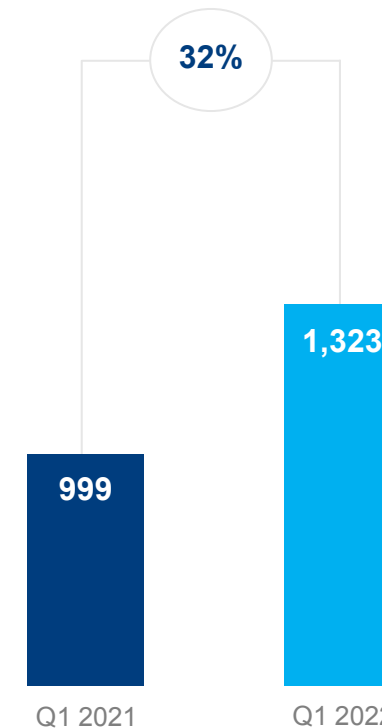
## Raw Material Cost

(₹ / ton)



## Power & Fuel Cost

(₹ / ton)

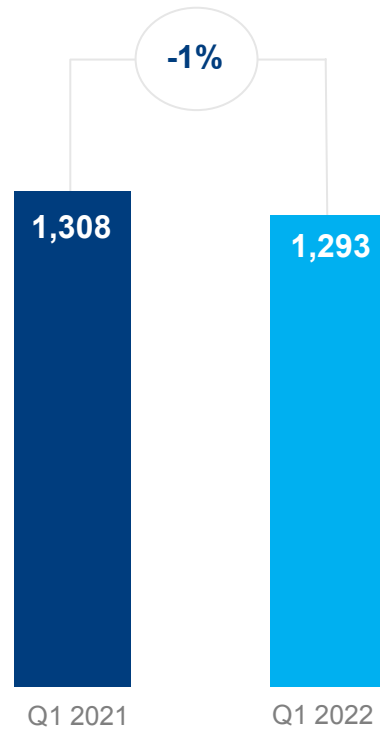


# Performance Analysis – Costs

Project 'Parvat' helped deliver 1% lower per ton Freight & Forwarding cost despite fuel inflation

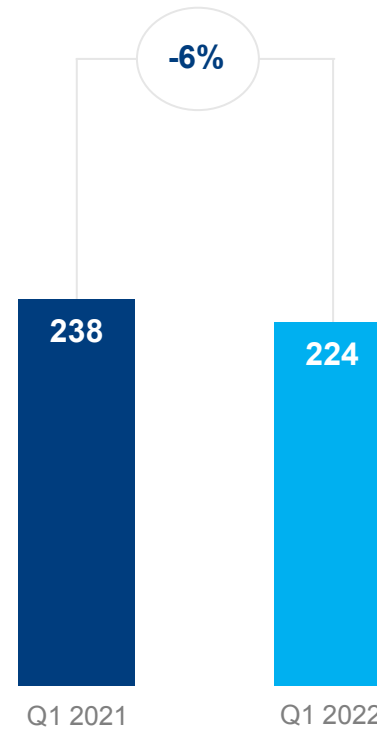
## Freight & Forwarding Cost

(₹ / ton)



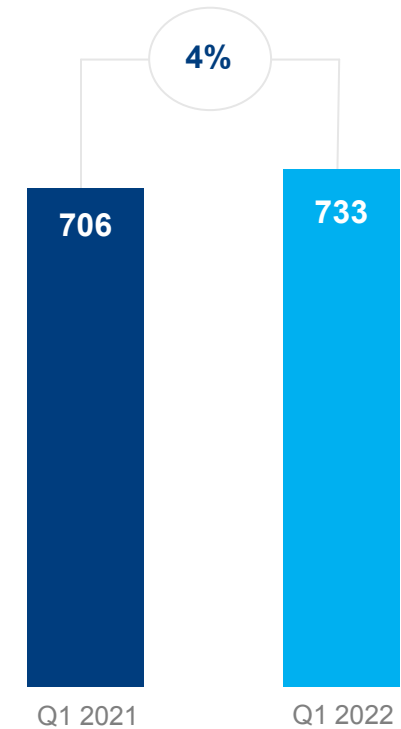
## Employee Cost

(₹ / ton)



## Other Expenses

(₹ / ton)





***ACC***



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